



# **Departmental Quarterly Performance Report**

**Department of Business Development**

**10/1/2003-12/31/2003**

**Fiscal Year 2003/2004**

**First Quarter**

|                                       |                   |
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**Departmental Quarterly Performance Report**  
**Department Name: Department of Business Development**  
**Reporting Period: 10/1/2003 – 12/31/2003**

**MAJOR PERFORMANCE INITIATIVES**

**Business & Professional Development Division**

**Strategic Area:**

Develop clearly-defined customer service performance standards & expectations. Develop standardized set of customer tools, including data collection for departmental use and provide in-house support to department to promote excellent or superb customer service.

**Goal:**

Enable County departments and their service partners to deliver quality customer service.

**Outcome ES1-1:**

Clearly-defined performance expectations & standards (priority outcome).

**Key performance Indicator**

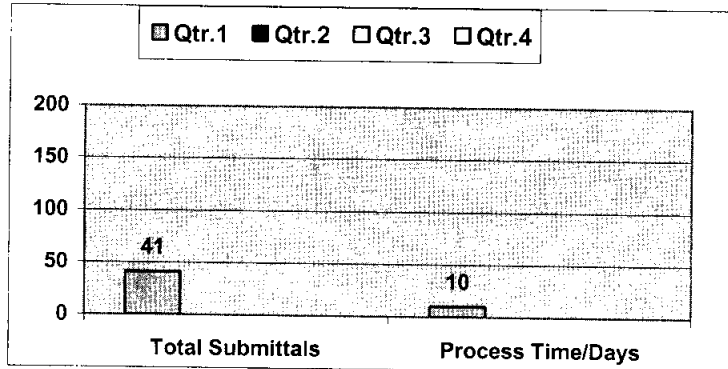
Satisfaction ratings from service delivery departments.

**Performance Measure**

Complete construction pre-award compliance reviews within 3 days of receipt for FY 03/04.

**FY 03/04 First Quarter Status**

A total of 37 reviews were completed within an average of 10 days. 37 projects were reviewed within the established benchmarks and 4 projects had extensive compliance and legal issues which attributed to an overall longer review time.



X Strategic Plan  
X Business Plan  
\_\_\_ Budgeted Priorities  
X Customer Service  
\_\_\_ ECC Project  
\_\_\_ Workforce Dev.  
\_\_\_ Audit Response  
\_\_\_ Other \_\_\_\_\_  
(Describe)

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## Strategic Area:

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## Goal:

Enable County departments and their service partners to deliver quality customer service.

## Outcome: ES1-1

Clearly-defined performance expectation and standards (priority outcome).

## Key performance Indicator

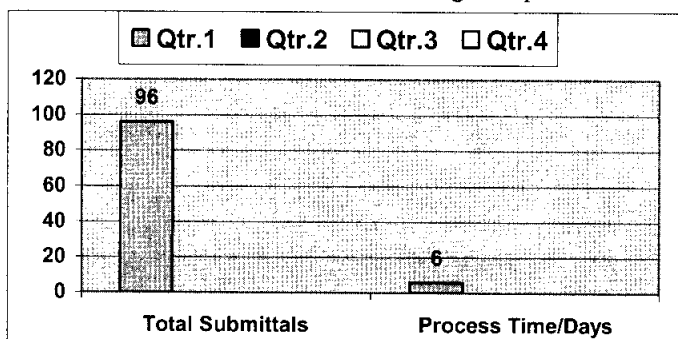
Satisfaction ratings from service delivery departments.

## Performance Measure:

Complete procurement pre-award compliance reviews within 8 days.

## FY 03/04 First Quarter Status.

Submittals for the quarter totaled 96 with a turnaround time of 6 days being achieved. The decrease in the number of submittals during this quarter was a normal cyclical occurrence.



X Strategic Plan  
X Business Plan  
\_\_\_ Budgeted Priorities  
X Customer Service  
\_\_\_ ECC Project  
\_\_\_ Workforce Dev.  
\_\_\_ Audit Response  
\_\_\_ Other \_\_\_\_\_  
(Describe)

## Strategic Area:

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## Goal:

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## Outcome ES1-1:

Clearly-defined performance expectation and standards (priority outcome).

## Key performance Indicator

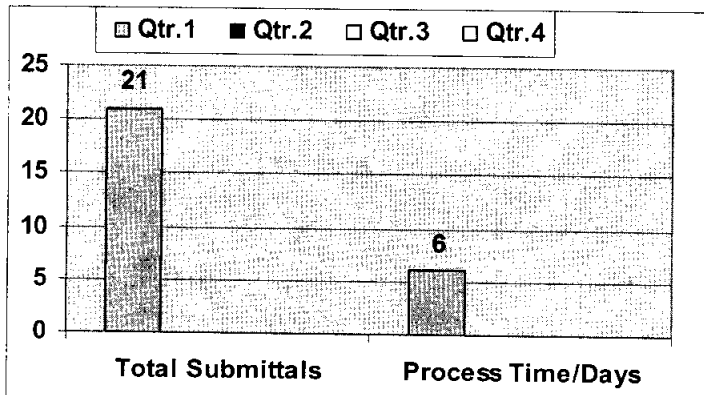
Satisfaction ratings from service delivery departments.

## Performance Measure:

Complete all A&E pre-award compliance reviews within 12 days of receipt for FY 03/04.

## FY 03/04 First Quarter Status

Our focus on solutions for ongoing compliance related issues associated with A&E submittals should result in a progressive reduction in review time. See graph below:



X Strategic Plan  
X Business Plan  
\_\_\_ Budgeted Priorities  
X Customer Service  
\_\_\_ ECC Project  
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\_\_\_ Other \_\_\_\_\_  
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## Goal:

Enable County department and their service partners to deliver quality customer service.

## Outcome ES1:1:

Clearly –defined performance expectation and standards (priority outcome).

## Key performance Indicator

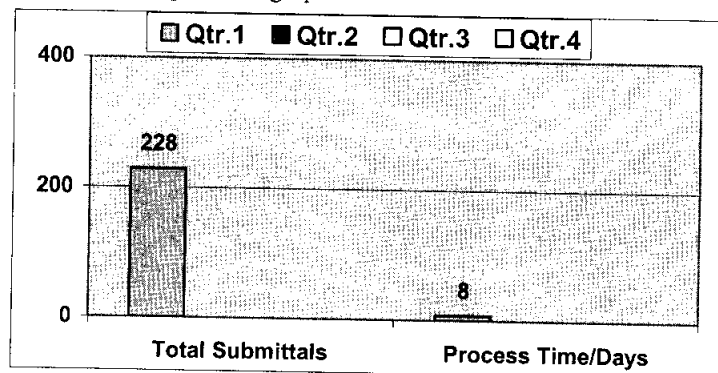
Satisfaction ratings from service delivery departments.

## Performance Measure:

Maintain a 10-day review time for all projects submitted for measures.

## FY 03/04 First Quarter Status

Review time depicted in graph below:



- ☒ Strategic Plan
  - ☒ Business Plan
  - ☐ Budgeted Priorities
  - ☒ Customer Service
  - ☐ ECC Project
  - ☐ Workforce Dev.
  - ☐ Audit Response
  - ☐ Other \_\_\_\_\_
- (Describe)

## Strategic Area:

Develop clearly-defined customer service performance standards & expectations. Develop standardized set of customer tools, including data collection for departmental use and provide in-house support to departments to promote excellent or superb customer service.

## Goal:

Enable County department and their service partners to deliver quality customer service.

## Outcome ES1:1:

Clearly –defined performance expectations & standards (priority outcome).

## Key performance Indicator

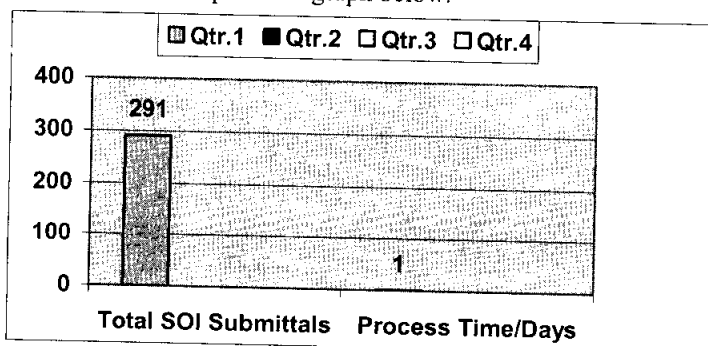
Satisfaction ratings from service delivery departments

## Performance Measure

Conduct preliminary reviews of bidders Schedule of Intent Affidavits within 2 days

## FY 03/04 First Quarter Status:

Turnaround time depicted in graph below:



- ☒ Strategic Plan
  - ☒ Business Plan
  - ☐ Budgeted Priorities
  - ☒ Customer Service
  - ☐ Workforce Dev.
  - ☐ ECC Project
  - ☐ Audit Response
  - ☐ Other \_\_\_\_\_
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## Goal:

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## Outcome ES1:1:

Clearly –defined performance expectation and standards (priority outcome).

## Key performance Indicator

Satisfaction ratings from service delivery departments.

## Performance Measure:

Review Community Workforce Plans (CWP) within 10 days.

## FY 03/04 First Quarter Status

Workforce plans were not reviewed in the first quarter. Impact is anticipated in the remaining quarters as awards are executed.

- X Strategic Plan
  - X Business Plan
  - \_\_\_ Budgeted Priorities
  - X Customer Service
  - X Workforce Dev.
  - \_\_\_ ECC Project
  - \_\_\_ Audit Response
  - \_\_\_ Other \_\_\_\_\_
- (Describe)

## Business Assistance Division

## Strategic Area:

Develop clearly-defined customer service performance standards & expectations. Develop standardized set of customer tools, including data collection for departmental use and provide in-house support to departments to promote excellent or superb customer service.

## Goal:

Enable County department and their service partners to deliver quality customer service.

## Outcome ED4-2:

Customer-friendly environment for regulated businesses and entities doing business with Miami-Dade County (priority outcome).

## Key Performance Indicator

80% of businesses satisfied with the County's business processes within two years.

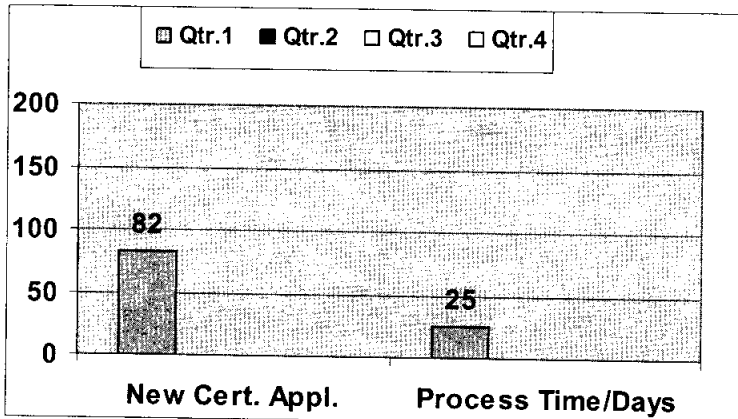
## Performance Measure:

Approve applications for all new certifications within 18 days.

## FY 03/04 First Quarter Status

The average turnaround time for the first quarter is 25 business days. The turnaround time should decrease when one existing vacancy, which directly affects the processing of new certifications, is filled.

- X Strategic Plan
  - X Business Plan
  - \_\_\_ Budgeted Priorities
  - X Customer Service
  - \_\_\_ Workforce Dev.
  - \_\_\_ ECC Project
  - \_\_\_ Audit Response
  - \_\_\_ Other \_\_\_\_\_
- (Describe)



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## Strategic Area:

Develop clearly-defined customer service performance standards & expectations. Develop standardized set of customer tools, including data collection for departmental use and provide in-house support to departments to promote excellent or superb customer service.

### Goal:

Enable County department and their service partners to deliver quality customer service.

### Outcome ED4-2:

Customer-friendly environment for regulated businesses and entities doing business with Miami-Dade County (priority outcome) Clearly –defined performance expectation and standards (priority outcome).

### Key Performance Indicator

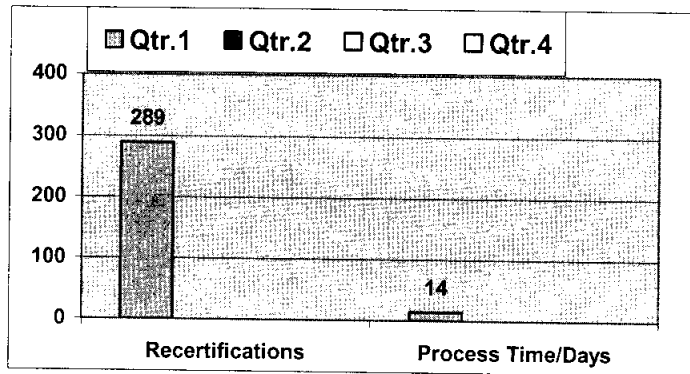
80% of businesses satisfied with the County's business processes within two years.

### Performance Measure:

Approve applications for all re-certifications within 12 days.

### FY 03/04 First Quarter Status

The average turnaround time for the first quarter is 25 business days. The turnaround time should decrease when one existing vacancy, which directly affects the processing of re-certifications, is filled.



- ☒ Strategic Plan
  - ☒ Business Plan
  - ☐ Budgeted Priorities
  - ☒ Customer Service
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Develop clearly-defined customer service performance standards & expectations. Develop standardized set of customer tools, including data collection for departmental use and provide in-house support to departments to promote excellent or superb customer service.

### Goal:

Enable County department and their service partners to deliver quality customer service.

### Outcome ED4-2:

Customer-friendly environment for regulated businesses and entities doing business with Miami-Dade County (priority outcome).

### Key Performance Indicator

80% of businesses satisfied with the County's business processes within two years.

### Performance Measure:

Increase the number of Community Small Business Enterprise through outreach efforts.

### FY 03/04 First Quarter Status:

As of 12/31/03, there were 369 firms certified in the CSBE program. Thirteen new certification applications and 84 re-certification applications were processed. Outreach efforts to increase the pool of certified CSBE firms included participation in three (3) community outreach activities: "Med-Week, 2003 NIGP Product & Service Exposition and Hot 105 Success Matters" fair; and one DBD staff presentation to Turner Construction.

- ☒ Strategic Plan
  - ☒ Business Plan
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|  |   |
|--|---|
| <p><b>Strategic Area:</b><br/>Facilitate entities doing business with Miami-Dade.</p> <p><b>Goal:</b><br/>Create a more business-friendly environment in Miami-Dade County.</p> <p><b>Outcome ES1:1:</b><br/>Customer-friendly environment for regulated businesses and entities doing business with Miami-Dade County (priority outcome).</p> <p><b>Key Performance Indicator</b><br/>80% of businesses satisfied with the County's business processes within two years.</p> <p><b>Performance Measure:</b><br/>Provide comprehensive, phased-in financial assistance to CSBE firms.</p> <p><b>FY 03/04 First Quarter Status:</b><br/>The first phase of training as well as a power point presentation on the EPP process was completed for various user departments. During this period, a legal review of the EPP was completed and language inserted into the CSBE participation provisions.</p>  | <p>X Strategic Plan<br/>X Business Plan<br/>___ Budgeted Priorities<br/>X Customer Service<br/>___ Workforce Dev.<br/>___ ECC Project<br/>___ Audit Response<br/>___ Other _____<br/>(Describe)</p> |
| <p><b>Strategic Area:</b><br/>Facilitate entities doing business with Miami-Dade.</p> <p><b>Goal:</b><br/>Create a more business-friendly environment in Miami-Dade County.</p> <p><b>Outcome ES1:1:</b><br/>Customer-friendly environment for regulated businesses and entities doing business with Miami-Dade County (priority outcome).</p> <p><b>Key Performance Indicator</b><br/>80% of businesses satisfied with the County's business processes within two years.</p> <p><b>Performance Measure:</b><br/>Increase the number of new firms bonded.</p> <p><b>FY 03/04 First Quarter Status:</b><br/>Four applications for small businesses were submitted to bonding companies for review.</p>  | <p>X Strategic Plan<br/>X Business Plan<br/>X Budgeted Priorities<br/>X Customer Service<br/>___ Workforce Dev.<br/>___ ECC Project<br/>___ Audit Response<br/>___ Other _____<br/>(Describe)</p>   |
| <p><b><u>Administration &amp; Fiscal Management Division</u></b></p> <p><b>Strategic Area:</b><br/>Develop training opportunities that provide employees and managers with the competencies that result in increased proficiencies, including countywide training approaches that include training at personal, work unit, department levels and incorporating training as part of daily work.</p> <p>Attract, develop and retain an effective and dedicated team of employees.</p> <p><b>Outcome ES5-4</b><br/>Workforce skills to support County priorities in customer service and leadership (priority outcome).</p> <p><b>Key Performance Indicator</b><br/>80-100% of employees who believe that training received helped their job performance.</p> <p><b>Performance Measure:</b><br/>Conduct 25 in-house personnel workshops for FY 03/04.</p> <p><b>FY 03/04 First Quarter Status:</b><br/>Four (4) training/workshops were conducted.</p> | <p>X Strategic Plan<br/>X Business Plan<br/>___ Budgeted Priorities<br/>___ Customer Service<br/>X Workforce Dev.<br/>___ ECC Project<br/>___ Audit Response<br/>___ Other _____<br/>(Describe)</p> |

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| <p><b>Strategic Area:</b><br/>Create &amp; process County forms on-line; Improve integration of department and Countywide systems; Work with departments/divisions to identify priorities to improve department specific processes.</p> <p><b>Goal:</b><br/>Capitalize on technology to improve service, increase efficiency and provide greater information access and exchange.</p> <p><b>Outcome ES4-6</b><br/>County processes improved through information technology (priority outcome).</p> <p><b>Key Performance Indicator</b><br/>\$'s saved through information technology investments.</p> <p><b>Performance Measure:</b><br/>Develop and implement a new Violation Tracking System.</p> <p><b>FY 03/04 First Quarter Status:</b><br/>The analysis, design and implementation of the Violation Tracking System have been completed. Maintenance is on-going.</p>   | <p>X Strategic Plan<br/>X Business Plan<br/>X Budgeted Priorities<br/>X Customer Service<br/>___ Workforce Dev.<br/>___ ECC Project<br/>___ Audit Response<br/>___ Other _____<br/>(Describe)</p>   |



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|   |  |
|---|--|
| <p><b>Strategic Area:</b><br/>Create &amp; process County forms on-line; Improve integration of department and Countywide systems; Work with departments/divisions to identify priorities to improve department specific processes.</p> <p><b>Goal:</b><br/>Capitalize on technology to improve service, increase efficiency and provide greater information access and exchange</p> <p><b>Outcome ES4-6</b><br/>County processes improved through information technology (priority outcome).</p> <p><b>Key Performance Indicator</b><br/>\$'s saved through information technology investments.</p> <p><b>Performance Measure:</b><br/>Analyze, develop the Electronic Data Imaging Management System (EDMS) which will allow DBD Staff to access all file items electronically instead of keeping hard files and documents.</p> <p><b>FY 03/04 First Quarter Status:</b><br/>2% complete as of the 1<sup>st</sup> quarter. Expected to be 5% complete at the end of this fiscal year. Expected to be 50% complete at end of FY 04/05.</p> | <p><input checked="" type="checkbox"/> Strategic Plan<br/><input checked="" type="checkbox"/> Business Plan<br/><input checked="" type="checkbox"/> Budgeted Priorities<br/><input checked="" type="checkbox"/> Customer Service<br/><input type="checkbox"/> Workforce Dev.<br/><input type="checkbox"/> ECC Project<br/><input type="checkbox"/> Audit Response<br/><input type="checkbox"/> Other _____<br/>(Describe</p> |
| <p><b>Strategic Area:</b><br/>Create &amp; process County forms on-line; Improve integration of department and Countywide systems; Work with departments/divisions to identify priorities to improve department specific processes.</p> <p><b>Goal:</b><br/>Capitalize on technology to improve service, increase efficiency and provide greater information access and exchange.</p> <p><b>Outcome ES4-6</b><br/>County processes improved through information technology (priority outcome).</p> <p><b>Key Performance Indicator</b><br/>\$'s saved through information technology investments.</p> <p><b>Performance Measure:</b> Pre-qualification conversion (MS Access to Oracle).</p> <p><b>FY 03/04 First Quarter Status:</b><br/>Project start date: 04/05.</p>  | <p><input checked="" type="checkbox"/> Strategic Plan<br/><input checked="" type="checkbox"/> Business Plan<br/><input checked="" type="checkbox"/> Budgeted Priorities<br/><input checked="" type="checkbox"/> Customer Service<br/><input type="checkbox"/> Workforce Dev.<br/><input type="checkbox"/> ECC Project<br/><input type="checkbox"/> Audit Response<br/><input type="checkbox"/> Other _____<br/>(Describe</p> |

# Departmental Quarterly Performance Report

Department Name: Department of Business Development

Reporting Period: 10/1/2003 – 12/31/2003

## Contract Review & Compliance Division

### Strategic Area:

Develop clearly-defined customer service performance standards & expectations. Develop standardized set of customer tools, including data collection for departmental use and provide in-house support to departments to promote excellent or superb customer service.

### Goal:

Enable County departments and their service partners to deliver quality customer service.

### Outcome ES1-1:

Clearly-defined customer service performance expectation & standards (priority outcome).

### Key Performance Indicator

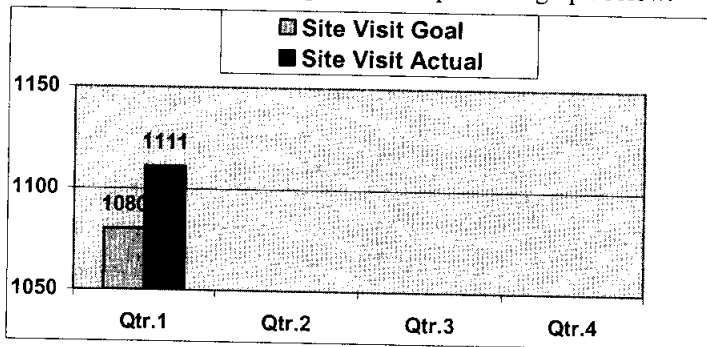
Satisfaction ratings from service delivery departments.

### Performance Measure:

Achieve & maintain 100% desired level of site visits of 1080 per quarter.

### FY 03/04 First Quarter Status:

The goal was exceeded this quarter as depicted in graph below:



☒ Strategic Plan  
☒ Business Plan  
☐ Budgeted Priorities  
☒ Customer Service  
☐ Workforce Dev.  
☐ ECC Project  
☐ Audit Response  
☐ Other \_\_\_\_\_  
 (Describe

### Strategic Area:

Develop clearly-defined customer service performance standards & expectations. Develop standardized set of customer tools, including data collection for departmental use and provide in-house support to departments to promote excellent or superb customer service.

### Goal:

Enable County departments and their service partners to deliver quality customer service.

### Outcome ES1-1:

Clearly-defined customer service performance expectations & standards (priority outcome).

### Key Performance Indicator

Satisfaction ratings from service delivery departments.

### Performance Measure:

Conduct comprehensive audits once per year for every company working on an open (active) project that has wage requirements applicable under Ordinance 90-143.

### FY 03/04 First Quarter Status:

The criteria for capturing the number of comprehensive audits of certified payrolls are in the developmental stage and will be implemented in the second quarter of FY 03/04. The goal of achieving an 80% coverage as outlined in the FY 03/04 Business Plan will be adjusted to 60%. As a side note, based on the FY 02/03 performance measures, 229 certified payroll audits were conducted in the 1<sup>st</sup> quarter of FY 03/04.

☒ Strategic Plan  
☒ Business Plan  
☐ Budgeted Priorities  
☒ Customer Service  
☐ Workforce Dev.  
☐ ECC Project  
☐ Audit Response  
☐ Other \_\_\_\_\_  
 (Describe

# Departmental Quarterly Performance Report

**Department Name: Department of Business Development**

**Reporting Period: 10/1/2003 – 12/31/2003**

|  |   |
|--|---|
| <p><b>Strategic Area:</b><br/>Develop clearly-defined customer service performance standards &amp; expectations. Develop standardized set of customer tools, including data collection for departmental use and provide in-house support to departments to promote excellent or superb customer service.</p> <p><b>Goal:</b><br/>Enable County departments and their service partners to deliver quality customer service.</p> <p><b>Outcome ES1-1:</b><br/>Clearly-defined customer service performance expectations &amp; standards (priority outcome).</p> <p><b>Key Performance Indicator</b><br/>Satisfaction ratings from service delivery departments.</p> <p><b>Performance Measure:</b><br/>Conduct comprehensive audits once per year for every open (active) project for those projects with measures.</p> <p><b>FY 03/04 First Quarter Status:</b><br/>The criteria for capturing the number of comprehensive audits of Monthly Utilization Reports is in the developmental stage and will be implemented in the second quarter of FY 03/04. The goal of achieving an 80% coverage as outlined in the FY 03/04 Business Plan will be adjusted to 60%. As a side note, based on the FY 02/03 performance measures, 231 MUR audits were conducted in the 1<sup>st</sup> quarter of FY 03/04.</p> | <p>X Strategic Plan<br/>X Business Plan<br/>___ Budgeted Priorities<br/>X Customer Service<br/>___ Workforce Dev.<br/>___ ECC Project<br/>___ Audit Response<br/>___ Other _____<br/>(Describe)</p> |
| <p><b>Strategic Area:</b><br/>Develop training opportunities that provide employees and managers with the competencies that result in increased proficiencies, including a department wide training approach.</p> <p><b>Goal:</b><br/>Attract, develop and retain an effective, diverse and dedicated team of employees.</p> <p><b>Outcome ES5:3:</b><br/>Motivated, dedicated workforce team aligned with organizational priorities (priority outcome).</p> <p><b>Key Performance Indicator:</b><br/>Lower staff turnover and increase employee satisfaction.</p> <p><b>Performance Measure:</b><br/>Standardize Enforcement Strategies.</p> <p><b>FY 03/04 First Quarter Status:</b><br/>Information gathering has started with the collection of a syllabus for training compliance supervisors in auditing techniques.</p>   | <p>X Strategic Plan<br/>X Business Plan<br/>___ Budgeted Priorities<br/>___ Customer Service<br/>X Workforce Dev.<br/>___ ECC Project<br/>___ Audit Response<br/>___ Other _____<br/>(Describe)</p> |
| <p><b><u>Professional Support Services Division</u></b></p>  |   |
| <p><b>Strategic Area:</b><br/>Develop clearly-defined customer service performance standards &amp; expectations. Develop standardized set of customer tools, including data collection for departmental use and provide in-house support to departments to promote excellent or superb customer service.</p> <p><b>Goal:</b><br/>Enable County departments and their service partners to deliver quality customer service.</p> <p><b>Outcome ES1-1:</b><br/>Clearly-defined customer service performance expectations &amp; standards (priority outcome).</p> <p><b>Key Performance Indicator</b><br/>Satisfaction ratings from service delivery departments.</p> <p><b>Performance Measure:</b><br/>Ensure compliance with A.O. 3-39 (Architectural &amp; Engineering firms [A&amp;E] within 7-10 business days.</p> <p><b>FY 03/04 First Quarter Status:</b><br/>Information presented in the FY 03/04 Business Plan will be captured in the second quarter.</p>   | <p>X Strategic Plan<br/>X Business Plan<br/>___ Budgeted Priorities<br/>X Customer Service<br/>___ Workforce Dev.<br/>___ ECC Project<br/>___ Audit Response<br/>___ Other _____<br/>(Describe)</p> |

# Departmental Quarterly Performance Report

Department Name: Department of Business Development

Reporting Period: 10/1/2003 – 12/31/2003

|  |   |
|--|---|
| <p><b>Strategic Area:</b><br/>Develop clearly-defined customer service performance standards &amp; expectations. Develop standardized set of customer tools, including data collection for departmental use and provide in-house support to departments to promote excellent or superb customer service.</p> <p><b>Goal:</b><br/>Enable County departments and their service partners to deliver quality customer service.</p> <p><b>Outcome ES1-1:</b><br/>Clearly-defined customer service performance expectations &amp; standards (priority outcome).</p> <p><b>Key Performance Indicator</b><br/>Satisfaction ratings from service delivery departments.</p> <p><b>Performance Measure:</b><br/>Maintain an average approval review time of 95% for FY 03/04 to ensure compliance with Ordinance 98-30 &amp; Resolution 1049-93 for firms with annual revenue less than \$5M.</p> <p><b>FY 03/04 First Quarter Status:</b><br/>As a result of the development of a consolidated database, the information outlined in the FY 03/04 Business Plan will be presented in the second quarter Strategic Management Plan for the first two quarters.</p>  | <p>X Strategic Plan<br/>X Business Plan<br/>___ Budgeted Priorities<br/>X Customer Service<br/>___ Workforce Dev.<br/>___ ECC Project<br/>___ Audit Response<br/>___ Other _____<br/>(Describe)</p> |
| <p><b>Strategic Area:</b><br/>Develop clearly-defined customer service performance standards &amp; expectations. Develop standardized set of customer tools, including data collection for departmental use and provide in-house support to departments to promote excellent or superb customer service.</p> <p><b>Goal:</b><br/>Enable County departments and their service partners to deliver quality customer service.</p> <p><b>Outcome ES1-1:</b><br/>Clearly-defined customer service performance expectation &amp; standards (priority outcome).</p> <p><b>Key Performance Indicator</b><br/>Satisfaction ratings from service delivery departments.</p> <p><b>Performance Measure:</b><br/>Maintain an average approval review time of 90% for FY 03/04 of all applications (with complete documentation) to ensure compliance with Ordinance 98-30 &amp; Resolution 1049-93 for firms with an annual revenue greater than \$5M.</p> <p><b>FY 03/04 First Quarter Status:</b><br/>As a result of the development of a consolidated database, the information outlined in the FY 03/04 Business Plan will be presented in the second quarter Strategic Management Plan for the first two quarters.</p> | <p>X Strategic Plan<br/>X Business Plan<br/>___ Budgeted Priorities<br/>X Customer Service<br/>___ Workforce Dev.<br/>___ ECC Project<br/>___ Audit Response<br/>___ Other _____<br/>(Describe)</p> |
| <p><b>Strategic Area</b><br/>Develop clearly-defined customer service performance standards &amp; expectations. Develop standardized set of customer tools, including data collection for departmental use and provide in-house support to departments to promote excellent or superb customer service.</p> <p><b>Goal:</b><br/>Enable County departments and their service partners to deliver quality customer service.</p> <p><b>Outcome ES1-1:</b><br/>Clearly-defined customer service performance expectations &amp; standards (priority outcome).</p> <p><b>Key Performance Indicator</b><br/>Satisfaction ratings from service delivery departments.</p> <p><b>Performance Measure:</b><br/>Conduct three community workshops on AAP requirements.</p> <p><b>FY 03/04 First Quarter Status:</b><br/>The AAP unit is currently in the process of developing a workshop format. The workshops will target CSBE and other companies that conduct business with Miami-Dade County. The first AAP workshop is tentatively scheduled to coincide with the next CSBE quarterly forum.</p>   | <p>X Strategic Plan<br/>X Business Plan<br/>___ Budgeted Priorities<br/>X Customer Service<br/>___ Workforce Dev.<br/>___ ECC Project<br/>___ Audit Response<br/>___ Other _____<br/>(Describe)</p> |

# Departmental Quarterly Performance Report

Department Name: Department of Business Development

Reporting Period: 10/1/2003 – 12/31/2003

|  |  |
|--|--|
| <p><b>Strategic Area:</b><br/>Develop clearly-defined customer service performance standards &amp; expectations. Develop standardized set of customer tools, including data collection for departmental use and provide in-house support to departments to promote excellent or superb customer service.</p> <p><b>Goal:</b><br/>Enable County departments and their service partners to deliver quality customer service.</p> <p><b>Outcome ES1-1:</b><br/>Clearly-defined customer service performance expectations &amp; standards (priority outcome).</p> <p><b>Key Performance Indicator</b><br/>Satisfaction ratings from service delivery departments.</p> <p><b>Performance Measure:</b><br/>Conduct three community workshops on the County's anti-discrimination Ordinance 97-67 in construction, procurement, bonding and financial service industries.</p> <p><b>FY 03/04 First Quarter Status:</b><br/>The first workshop is scheduled in conjunction with the next CSBE quarterly forum. The current anti-discrimination brochure is being reviewed for updates.</p> | <p>X Strategic Plan<br/>X Business Plan<br/>___ Budgeted Priorities<br/>X Customer Service<br/>___ Workforce Dev.<br/>___ ECC Project<br/>___ Audit Response<br/>___ Other _____<br/>(Describe</p> |
| <p><b>Strategic Area:</b><br/>Develop clearly-defined customer service performance standards &amp; expectations. Develop standardized set of customer tools, including data collection for departmental use and provide in-house support to departments to promote excellent or superb customer service.</p> <p><b>Goal:</b><br/>Enable County departments and their service partners to deliver quality customer service</p> <p><b>Outcome ES1-1:</b><br/>Clearly-defined customer service performance expectations &amp; standards (priority outcome).</p> <p><b>Performance Measure:</b><br/>Maintain an average approval rate of 90% for FY 03/04 of all applications (with complete documentation) to ensure compliance with Ordinance 82-37 &amp; A.O. 3-39 (A&amp;E).</p> <p><b>FY 03/04 First Quarter Status:</b><br/>As a result of the development of a consolidated database, the information outlined in the FY 03/04 Business Plan will be presented in the second quarter Strategic Management Plan for the first two quarters.</p>                                  | <p>X Strategic Plan<br/>X Business Plan<br/>___ Budgeted Priorities<br/>X Customer Service<br/>___ Workforce Dev.<br/>___ ECC Project<br/>___ Audit Response<br/>___ Other _____<br/>(Describe</p> |



**Departmental Quarterly Performance Report**  
**Department Name: Department of Business Development**  
**Reporting Period: 10/1/2003 – 12/31/2003**

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**PERSONNEL SUMMARY**

***A. Filled/Vacancy Report***

| NUMBER<br>OF<br>FULL-TIME<br>POSITIONS* | Filled as of<br>September<br>30 of Prior<br>Year | Current<br>Year<br>Budget | Actual Number of Filled and Vacant positions<br>at the end of each quarter |        |           |        |           |        |           |        |
|---|--|---------------------------|--|--------|-----------|--------|-----------|--------|-----------|--------|
|   |  |                           | Quarter 1  |        | Quarter 2 |        | Quarter 3 |        | Quarter 4 |        |
|   |  |                           | Filled   | Vacant | Filled    | Vacant | Filled    | Vacant | Filled    | Vacant |
|   | 88   | 105                       | 90   | 15     |           |        |           |        |           |        |

\* Public Safety departments should report the sworn versus non-sworn personnel separately and departments with significant part-time, temporary or seasonal help should report these separately.

**Notes:**

***B. Key Vacancies***

**Deputy Director, 1 Outreach Position & 9 Operational Positions.**

***C. Turnover Issues***

**Promotional opportunities internally as well as with other County Agencies.**

***D. Skill/Hiring Issues***

**Budgetary Constraints.**

***E. Part-time, Temporary and Seasonal Personnel***  
***(Including the number of temporaries long-term with the Department)***

**1 Temporary Employee**

***F. Other Issues***

N/A

**Departmental Quarterly Performance Report**  
**Department Name: Department of Business Development**  
**Reporting Period: 10/1/2003 – 12/31/2003**

**FINANCIAL SUMMARY**

|                            | <b>PRIOR<br/>YEAR<br/><br/>Actual</b> | <b>Total<br/>Annual<br/>Budget</b> | <b>CURRENT FISCAL YEAR</b> |               |                     |               |                    |                                   |
|----------------------------|---------------------------------------|------------------------------------|----------------------------|---------------|---------------------|---------------|--------------------|-----------------------------------|
|                            |                                       |                                    | <b>Quarter</b>             |               | <b>Year-to-date</b> |               |                    |                                   |
|                            |                                       |                                    | <b>Budget</b>              | <b>Actual</b> | <b>Budget</b>       | <b>Actual</b> | <b>\$ Variance</b> | <b>% of<br/>Annual<br/>Budget</b> |
| <b>Revenues</b>            |                                       |                                    |                            |               |                     |               |                    |                                   |
| Transfer from General Fund | 967                                   | 948                                | 237                        | -             | 948                 | -             | 948                | 0%                                |
| Inter-Dept Fees            | 1440                                  |                                    |                            | 34            | -                   | 34            | -34                | 0%                                |
| External Fees(Certf)       | 49                                    | 55                                 | 14                         | 9             | 55                  | 9             | 46                 | 17%                               |
| Working Cap. Fund          | 3536                                  | 6870                               | 1717                       |               | 6870 (1)            | -             | 6870               | 0%                                |
| <b>Total</b>               | 5992                                  | 7873                               | 1968                       | 43            | 7873                | 43            | 7830               | 1%                                |
| <b>Expense*</b>            |                                       |                                    |                            |               |                     |               |                    |                                   |
| Salaries & Fringes         | 4874                                  | 6269                               | 1567                       | 1449          | 6269                | 1449          | 4820               | 23%                               |
| Other Operating Expense    | 725                                   | 524                                | 131                        | 60            | 524                 | 60            | 464                | 12%                               |
| RENT                       |                                       |                                    |                            |               |                     |               |                    |                                   |
| Outreach Services          | 252                                   | 423                                | 106                        | -             | 423                 | -             | 423                | 0%                                |
|                            | 73                                    | 600                                | 150                        | 15            | 600                 | 15            | 585                | 3%                                |
| CBOS                       | -                                     | -                                  | -                          | 156           | -                   | 156(2)        | -156               | 0%                                |
| Capital                    | 68                                    | 57                                 | 14                         | 4             | 57                  | 4             | 53                 | 7%                                |
| <b>Total</b>               | 5992                                  | 7873                               | 1968                       | 1683          | 7873                | 1683          | 6190               | 21%                               |

\* Expenditures may be reported by activity as contained in your budget or may be reported by category (personnel, operating and capital).

**(1) Working Capital Fund will be credited to DBD by the OSBM/Finance Dept.**

**Departmental Quarterly Performance Report**  
**Department Name: Department of Business Development**  
**Reporting Period: 10/1/2003 – 12/31/2003**

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(2) CBO Expenses were refunded to DBD 09/03

Equity in pooled cash (for proprietary funds only)

| Fund/<br>Subfund | Prior Year | Projected at Year-end as of |           |           |           |
|------------------|------------|-----------------------------|-----------|-----------|-----------|
|                  |            | Quarter 1                   | Quarter 2 | Quarter 3 | Quarter 4 |
|                  | n/a        | n/a                         | n/a       | n/a       | n/a       |
| <b>Total</b>     |            |                             |           |           |           |

**Comments:**

(Explain variances, discuss significant in-kind services, and provide status of aged receivables at 30-60-90-+ days and those scheduled for write-off, if applicable)

**STATEMENT OF PROJECTION AND OUTLOOK**

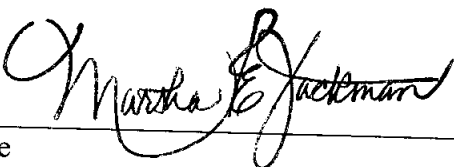
The Department projects to be within authorized budgeted expenditures and projects that available revenues will exceed expenses except as noted below:

Notes and Issues:

(Summarize any concern or exception which will prohibit the Department from being within authorized budgeted expenditures and available revenues)

**DEPARTMENT DIRECTOR REVIEW**

The Department Director has reviewed this report in its entirety and agrees with all information presented including the statement of projection and outlook.

  
\_\_\_\_\_  
Signature  
Department Director

Date 2/9/04